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OIA-24/79

2 March 1979

MEMORANDUM FOR: Deputy Director, NFAC

FROM : Director, Imagery Analysis

SUBJECT : Senior Intelligence Specialists in OIA (U)

REFERENCES : a) NFAC Memorandum: Allocation of GS-15, 16 and 17 Positions for Senior Intelligence Analysts, 18 January 1979

b) OIA Memorandum: Justification for Senior Intelligence Specialists, 6 October 1978

The recent approval of senior intelligence analyst positions at the GS-15, 16 and 17 level in certain NFAC offices has prompted me to raise again and expand on our view regarding the establishment of senior imagery analyst positions in OIA. In my memorandum of 6 October, I attempted to describe the philosophical arguments supporting higher grades for certain analytical positions in OIA. In summary, these arguments were as follows:

-- Senior analysts in OIA, as in other offices, reach a point in their careers where they must decide either to pursue the management route to further advancement or remain an analyst with distinct limitations in grade and salary. With rare exception, senior analysts seek the managerial route to move ahead, even though their real desires and talents reside in the analytical field. In some instances, senior analysts who should have remained in the analytical field are selected for managerial positions. And as a result, these people often encounter difficulties in their managerial positions which not only cause them personal frustration, but adversely affect the effectiveness of their component. Those senior analysts who either chose to remain in the analytical field or who were not selected for a managerial position become frustrated because their contributions are not matched by their rewards. This is especially true in OIA because the office does not have a grade structure as high as those of most other NFAC offices.

-- OIA has contributed much over the years to the development of new analytical techniques and methodologies for deriving intelligence from imagery which has not only improved the quality of intelligence production, but also has enabled the imagery analysis community to conduct its work in a much more cost-effective manner. These contributions can largely be attributed to the imagination, initiative and expertise of a select number of analysts who have been encouraged -- as a matter of office policy -- to develop the imagery analysis state-of-the-art. Most of the senior analysts who are responsible for these contributions are better suited to the analytical rather than the managerial field and desire to remain analysts. However, they are frustrated by the lack of grade recognition as well as the monetary rewards that go with a higher grade. (S)

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I propose, in light of the recent NFAC action providing senior intelligence analyst positions to certain production offices, and the present restricted grade structure of OIA, that this office be allocated four senior intelligence analyst positions at the GS-14/15 level*. All four positions will require analysts with an expert knowledge of all facets of imagery analysis techniques, an expert knowledge of the capabilities and limitations of using imagery to solve specific analytical problems, and a broad knowledge of the specific intelligence issues driving NFAC research programs. In most instances, these positions would be assigned to Soviet-related programs, although the analytical expertise could readily be applied to similar programs in other countries. All four senior analyst positions will be used to push the imagery analysis state-of-the-art on key intelligence issues facing NFAC. (S)

The specific positions we have identified for senior imagery analysts and the substantive expertise required are as follows:

Conventional Forces: Expert knowledge of conventional military forces -- particularly ground forces -- organization, structure, deployment practices, training procedures and equipment. Broad knowledge of conventional force doctrine, operational strategy and tactics.

Strategic Forces: Expert knowledge of strategic forces -- particularly missiles -- research, development and test programs and related facilities, production programs and related facilities, and deployment practices. Broad knowledge of SALT - related issues -- especially those that apply to activities which can be monitored or verified on imagery.

Industrial Processes: Expert knowledge of industrial process flows, production equipment and plant design. Expert knowledge of process flow choke points, and particular equipment or process steps that are indicators of plant capacity and production rates.

Advanced Weapons Systems: Expert knowledge of laser, particle beam, electromagnetic pulse, and nuclear weapons programs and related research and development test facilities. Solid working knowledge of the technical and operational characteristics of these programs. (S)

*The present grade level for senior analysts in OIA is GS-13; therefore, under our present grade structure, these four positions should be at the GS-14 level. However, we have requested a general upgrading of the office grade structure, and if that occurs, the senior intelligence analyst positions should be at the GS-15 level. (C)

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Approval of these senior imagery analyst positions would go far to offer rewarding positions to those who remain on the analytical track and would provide some relief from the growing grade discrepancy between this office and others in NFAC. (U)

I have reviewed the generic and specific position criteria established for senior intelligence analysts in other NFAC offices and believe a similar set can be constructed for imagery analysts. However, the criteria for senior analysts would differ, in certain respects, from those in other NFAC offices. For example, a person cannot get a graduate degree, nor for that matter a bachelor's, from a university in imagery analysis. Rather, the imagery analysis occupation or discipline must be developed through Agency and DOD sponsored training programs and from on-the-job experience. And in most cases, the individual imagery analyst's substantive speciality is also developed through Agency and on-the-job training (i.e., forces analysis, nuclear and advanced weapons programs, industrial processes). Consequently, different criteria related to formal training and knowledge would have to be developed. Likewise, given the small amount of foreign language materials received in OIA, foreign language competency should not be a requirement. I have attached a copy of a senior analyst position description which was recently prepared for PMCD. I believe this specific position description is an accurate representation of the work requirements of senior imagery analysts in OIA. (S)



Director
Imagery Analysis

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Attachments:

- a) 6 Oct OIA memorandum
- b) OIA Senior Analyst Position Description

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6 October 1978

MEMORANDUM FOR: Associate Director--Management
National Foreign Assessment Center

FROM : Noel E. Firth
Director of Imagery Analysis

SUBJECT : Justification for Senior Intelligence Specialist

Senior analysts in OIA, as in other offices, reach a point in their career where they must decide either to pursue the management route to further advancement or remain as an analyst with its limitations in grade and salary. This results in some people becoming managers who are not well equipped for it and some analysts who are frustrated by the fact that their contribution is not matched by their rewards.

There has been a great deal of progress made in recent years in the discipline of imagery analysis, and if we are to foster a continuation of this progress, we need to retain some of our brightest and most imaginative analysts in the analytical field.

Although the responsibility of the supervisor may be more demanding and the skills of a truly good supervisor more rare, the benefits derived by the Agency and the U.S. Government from a significant analytical breakthrough are in themselves worthy of reward. Our experience indicates that the most innovative analysts have a thorough understanding of imagery analysis techniques, are quick to recognize the application of imagery to an intelligence problem, and have a high degree of initiative. They may or may not have traits and characteristics that would make them good supervisors.

There are at the present time in OIA a few analysts whose continuous effort over a period of years has been clearly exceptional. Their contribution to the intelligence production efforts of OIA and the Agency has been both unique and significant. Typically, these are the people who have made important contributions to advancing the state-of-the-art of imagery analysis. These are contributions from which the Agency will continue to derive benefits in future years. Having reached the

GS-13 grade level with many years service ahead of them, there is no alternative path they can follow for advancement. QSI's and monetary rewards though beneficial, do not provide the long term recognition and rewards of promotion to a higher grade.

We believe there is as legitimate a requirement in OIA as in other production offices for an alternate career development path for these few select analysts to follow, and that there would be a very real utility in providing at least four senior analytical positions in OIA at the GS-14/15 grade level. (If our T/O is upgraded as currently requested, these positions would be at the GS-15/16 level.)



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Attachment:

Requirements for Senior Intelligence Specialist

Attachment

Requirements for Senior Intelligence Specialist

The analyst has demonstrated a thorough knowledge of imagery analytical methods and the utilization of various pieces of specialized equipment available to him in the performance of his ^{new} duties. He/she has demonstrated complete mastery of assigned areas of substantive responsibility. He/she has demonstrated exceptional capabilities for performing the research, analysis, and report drafting on major intelligence production efforts, ^{and} must possess a demonstrated capability for developing new imagery analytical methods that enhance the utilization of imagery in solving complex intelligence problems.

Senior Imagery Analyst

Duties

Produces intelligence based on imagery of Warsaw Pact ground forces which contributes to CIA military research programs, estimates or force reduction positions (MBFR). As recognized authority on analysis of ground forces from imagery, examines key issues relating to Pact ground forces, identifies those to which imagery can be applied, and develops new research techniques or methodologies that can be used in the analytical process. Analyst's application of these research techniques or methodologies to these key Pact ground force problems culminates in reports, or briefings which communicate the analytical findings. (S)

Assists the branch chief in the development of branch research program. (U)

Assists the branch chief in the substantive review of intelligence produced by other members of the branch. (U)

Represents OIA and Agency at US and Commonwealth intelligence conferences related to Pact ground forces, and serves on various DIA, CIA or Community working groups or committees. (C)

Knowledge Required by the Position

An expert knowledge of imagery analysis techniques and associated technical equipment (stereomicroscopes, computer files, mensuration, image enhancement). Expert knowledge of Warsaw Pact ground forces organization, structure, deployment and equipment. A broad knowledge of Pact ground force doctrine, operational strategy and tactics. A general knowledge of Pact force programs other than ground forces -- e.g., strategic, naval, air -- and their relationship to ground forces. Broad knowledge of key intelligence issues related to Pact ground forces, and an expert knowledge of the capabilities and limitations of applying imagery to their solution. Must also have a broad knowledge of other intelligence collection sources (HUMINT, COMINT) and expert knowledge of how to integrate them in the development of new research methodologies as they relate to imagery. (S)

Supervisory Controls

Receives only general direction from branch chief regarding research program objectives. Analyst expected to use initiative and judgment in identifying specific research subjects and approaches, and discuss his proposed research with supervisor regarding scope, content and timing. Actual research is accomplished with a high degree of independence. Reports are considered technically correct and are only reviewed for organization and conformance to office publication standards. (U)

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Guidelines

A letter of intent assigns broad areas of responsibility and the branch research program defines general research objectives. Within these general guidelines analyst is expected to show a high degree of initiative and judgment in identifying important intelligence problems related to Warsaw Pact ground forces to which imagery can be applied. Analyst develops research methods to solve them. Reports resulting from the application of these research methods are expected to conform to established office publications guidelines. (C)

Complexity

Analyst examines key intelligence issues related to Warsaw Pact ground forces, identifies those to which imagery can be applied, develops analytical methods, and applies them in the production of reports. Analysis is based primarily on a detailed study of imagery but is supplemented or put into context with pertinent information from all available sources. Pact ground forces represent a large, complex and dynamic organization. Analyst required to have expert knowledge of force composition and broad knowledge of key ground force and mutual and balanced force reductions issues to determine areas that need analysis. Must evaluate all issues related to Pact ground forces -- such as the manning levels or total equipment holdings of Soviet forces in Germany -- to determine areas where imagery can make significant contributions. The analyst must then develop original and effective analytical methods and apply them to the solution of these issues. Analyst often required to research a variety of these issues concurrently, and coordinate and collate the work with analysts within the branch. (S)

Scope and Effect

The scope of the work is two-fold: it provides new intelligence on critical problems related to Warsaw Pact ground forces, and provides new research methodologies that can be used by other imagery analysis organizations in their studies of ground forces. The imagery-based intelligence on subjects such as tank holdings, unit dispositions and force sustainability, impacts directly on community positions and national policy decisions in MBFR negotiations. New imagery research methodologies are used by other imagery analysis organizations, which result in better analysis and understanding of Pact ground forces by the entire intelligence community. They often provide a more cost-effective use of intelligence resources by allowing more and improved judgments to be made by the imagery analyst; this permits the all-source analyst to concentrate on aspects of the problem which demand his particular expert skill. (S)

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Personal Contacts

Maintains close contacts with other senior analysts inside and outside CIA working Warsaw Pact ground forces or related problems. Frequent contact with basic and mid-level managers or military officers. Occasional contact with senior officials and high ranking officers at briefings, committee discussions and high level conferences such as the London Soviet Army Conference. Occasional contacts with contractors studying various aspects of Warsaw Pact ground forces. (S)

Purpose of Contacts

Contacts with other senior analysts are to discuss and resolve analytical problems. Results of analysis often have important impact and are controversial. Consequently, recipients frequently skeptical and occasionally hostile. Discussions with managers are to pass on results of analysis and analytical methodologies, and to formulate Agency and joint US positions related to Pact ground forces. Analyst also presents and justifies the position of parent organization at intra-agency committees and conferences, and represents and defends the CIA position with other Agencies. (C)

Physical Demands

Work is mainly sedentary. Requires some travel to other locations for meetings and analytical discussions. Subject must have stereoscopic vision and have full color vision. (U)

Work Environment

Work is performed in an office setting. (U)

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